

**FACTORS INFLUENCING PERFORMANCE MANAGEMENT AT NATIONAL  
GOVERNMENT OF MUMIAS SUB-COUNTY**

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**Factors Influencing Performance Management At National Government Of Mumias  
Sub-County**

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## DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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This research project has been submitted for examination with my approval as the University Supervisors.

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## **DEDICATION**

To my parents and siblings for the counsel and support which made it easier to accomplish this project in the prescribed period.

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The experience of this research project was challenging and extremely rewarding. The whole process was a valuable learning experience that i enjoyed. That is why i would like to express my sincere gratitude to all who contributed generously towards the success of this research project. I am profoundly grateful to my supervisors Mr. Malenya Abraham and Dr. Douglas Musiega who spent a lot of their precious time out of busy schedules to guide, mentor and teach me. Their tireless and steadfast support enabled meto complete this research project. My further gratitude goes to other lecturers at Jomo Kenyatta University of Agriculture and Technology especially Dr. Shedrack Mbithi Mutua, Dr. Clive Mukanzi and Mr. Muchelule Yusuf in Kakamega campus for providing valuable information that shaped this study.I also acknowledge my parents, my siblings, and my colleagues, for their courteous and accommodative spirit that enabled meto interact freely and share a lot of significant insights during this course. God bless you all abundantly. Last but not least, to Almighty God for all the blessing. Thank you God.

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## **ACRONYMS**

<b>GOK</b>	Government of Kenya
<b>HR</b>	Human resource
<b>SPSS</b>	Statistical Packages for Social Scientists
<b>HRM</b>	Human Resource Management
<b>PM</b>	Performance Management
<b>GDP</b>	Growth Development Product

## DEFINITION OF TERMS

**Performance Management:** Is a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2006).

**Training:** Is the planned intervention that is designed to enhance the Determinants of individual job performance (Chiaburu&Teklab 2005).

**Human resource management:** Is a strategic and coherent approach to the management of an organization's most valued assets the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

**Communication:** Communication is the transfers or conveyance of messages or information from one person to another (Nteere, 2012)

**Reward:** Are all of the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform (Bratton &Gold, 2007).

## **ABSTRACT**

The prosperity of any public sector depends on the factors influencing performance management; hence, factors influencing performance management has been a widely researched area for years. However, unfortunately, a smaller number of studies has been carried out in developing countries like Kenya specifically in the context of performance management. As a result, this study sought to investigate the factors influencing performance management at the national government of Mumias Sub County. Specifically, the main objective of the study was to determine the factors influencing the performance management at the national government of Mumias Sub County. The specific objectives were; to determine the influence of reward management on performance management at National Government of Mumias Sub County, to examine the influence of training on performance management at National Government of Mumias Sub County, to determine the influence of communication on performance management at National Government of Mumias Sub County. The study adopted descriptive research design. The target population of the study was 108 respondents. Stratified sampling technique was used to select the sample size of 84 respondents. Questionnaires were the main data collection tool. The reliability of the data was arrived at by using the test-retest techniques, and the internal consistency of data from the questionnaires was computed by using the Cronbach's alpha coefficient suggesting that the instruments had relatively high internal consistency and also by use of the guidance given by the supervisors. Data analysis was done using both quantitative and qualitative methods. The data collected was edited, coded and then analyzed using both descriptive and inferential statistical tools Pearson Correlation Coefficient to establish the relationship between the study variables. The study found out that training, communication and reward management are positively correlated with performance management. The study concluded that training and effective communications help increase effective performance management among employees whereas appointment on merit and recognition of employees efforts increase performance. The researcher

recommends to managers to consider factors influencing performance management as influencers in public sectors growth.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of Study

Performance management has long been established as a very important aspect of any organization. This is because it is a performance which adds value to any organization or nation. The prosperity of any nation, therefore, depends on upon the performance management and productivity of each and that of organizations. According to Hamel (2010), a company/Country can achieve a competitive advantage and reach its goals by adopting an efficient usage of its personnel. Empirical studies suggest that reward management, training, and communication contribute significantly to performance management (Wright, 2010).

According to Armstrong (2010) performance management (PM) is defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. Pulakos and O'Leary (2011) argued that PM systems are ineffective because they focus more on administrative processes i.e. documentation than on training managers and employees on how to engage in effective performance management behaviours e.g. communicating clear goals and expectations. For example, although managers often provide informal feedback to their subordinates, they are reluctant to document subordinates' low performance because they fear damaging their relationship with them. Similarly, even though employees want guidance from their managers, they do not want it to be documented for fear that it may adversely affect their pay raises or advancements.

According to Pulakos (2010), Managers are reluctant to provide candid feedback and have honest discussions with employees for fear of reprisal or damaging relationships with the very individuals they count on to get work done. Employees feel that their

managers are unskilled at discussing their performance and ineffective at coaching them on how to develop their skills. Many complain that performance management systems are cumbersome, bureaucratic and too time-consuming for the value added. This leads to both managers and employees to treat performance management as a necessary evil of work life that should be minimized rather than an important process that achieves key individual and organizational outcomes. Despite the difficulties, performance management is an essential tool for high-performing organizations, and it is one of a manager's most important responsibilities, if not the most important responsibility.

According to Stone (2012), it is important for a firm to adopt performance management that makes best use of an organization's employees. Reward management, training and communication heavily influence performance management of the organization (Tsai (2010)). Although many studies have strived to explain performance management, none has looked at the factors influencing performance management. This research is, therefore, an empirical study to establish the factors influencing performance management.

According to Batt and Colvin (2011), employees quit when they are dissatisfied with performance management at their working conditions which raises labour costs and disrupts operations. A study of five-year survival rate of 136 non-financial companies that initiated their public offering in the U.S. stock market in 1988, showed that by 1993, only 60 percent of these companies were still in existence.

Tremendous gains come about because performance management provides some important sources that enhance organizational performance, some researchers such as Fakhar (2010), conclude that not all performance management have the same effect on employees' production outcomes. According to Elaine (2012) theories on best practices or high commitment theories suggest that universally, certain factors influencing performance management, either separately or in combination are associated with improved organizational performance such as increased employee's productivity.

### **1.1.1 Background of Mumias Sub-County**

Mumias town is a cosmopolitan center that has in the past accommodated members of the many communities of Kenya mainly engaged in various businesses. The town has very basic infrastructure such as electricity, running water and sewerage series and is densely populated with a total population of 212, 818 people; male population (102, 491), and female population (110, 327) (KNBS, 2009), with two main communities, Wanga who are the majority. Other tribes include members of the Kikuyu, Kisii, Kamba, Kalenjin, Bukusu etc. The Wanga's have strong cultural practices that need to be respected. One such practice is their high regard for Kingship system where the Wanga Kingdom is headed by the Nabongo. Mumias Sub-County is a busy commercial center in Kakamega County. This is attributed to the fact that Mumias town host the largest sugar company in East Africa, Mumias Sugar Company Limited. It also has three constituencies named Mumias West, Mumias East and Matungu constituency.

### **1.2 Statement of the Problem**

The prosperity of any nation depends on upon the individual work performance and productivity of each individual and that of organizations. Mumias Sub-County aspires to achieve a high and sustained economic growth consistent with the Government's employment, wealth creation and poverty reduction objectives, which is a top priority under vision 2030. This aims in the increase of annual GDP growth rate to 10% and to maintain that average until the year 2030 (under vision 2030). Mumias Sub-County has therefore, established Human Resource departments which are charged with undertaking the roles of performance management by developing HR strategic plans that aims at obtaining and retaining its employees, through training and, development, to ensure that people are valued and rewarded for their work. According to Armstrong (2006), coming up with attractive rewards system and to have the desired level of staff it is core to good performance of any organization.

From the year 2008 to 2012, Mumias Sub County has faced performance challenges attributed to the fact that there have not been able to achieve its desired performance results for the financial years 2009/2010 and 2011/2012 respectively indicating that their performance was not impressive hence declining its growth and development despite the fact that the Government has continuously improved its budgetary allocation towards public sectors (GOK, 2010).

There has been a decline in labour productivity despite the increased levels of employment Omolo (2010), due to poor performance management being the main reason for the decline in the growth of the economy (GOK, 2010). According to an economic survey done by the government of Kenya in 2010, there is a declining contribution in public sectors employment to growth in GDP as well as wealth creation due to poor performance; however, effective performance management have the potential to influence public sectors growth especially Mumias Sub County (GOK, 2010). This study, therefore, sought to fill these gaps by investigating on factors influencing performance management at National Government in Mumias Sub County.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To investigate the factors influencing performance management at National Government in Mumias Sub-County.

#### **1.3.2 Specific Objectives**

1. To determine the influence of reward management on performance management at National Government in Mumias Sub-County.
2. To examine the influence of training on performance management at National Government in Mumias Sub-County.

3. To determine the influence of communication on performance management at National Government in Mumias Sub-County.

#### **1.4 Research Questions**

1. How does reward management influences performance management at National Government in Mumias Sub County?
2. Does training influences performance management at National Government in Mumias Sub County?
3. Does communication influences performance management at National Government in Mumias Sub County?

#### **1.5 Justification of the study**

This study is of significance and interest to various stakeholders, among them the government staff, society, and academicians. This study would help Mumias Sub County leaders in a better understanding of performance management and how to improve them to meet the expectations of its society, as well as provide valuable information for future interventions. It is would help the government in setting up and improving performance management policies in its agencies in realizing its goals and promoting its economic growth through best performance management. To Mumias Sub County would go to improving the government support funds due to good resource management through accountability and transparency by tapping its possible potential opportunities through various society empowerment dimensions. To academic fraternity, the study would enable them to understand performance management dimensions and open up opportunities for further research in the field and contribute to the body of knowledge as it could be used as reference material by researchers.

## **1.6 Scope of the study**

The study was concerned with an assessment of factors influencing Performance Management at National Government in Mumias Sub-County. A sample of 84 employees was drawn from a total population of 108 employees. This included top management and a lower cadre of management in the Sub-County.

## **1.7 Limitations of the Study**

This study had the following limitations. First, the unwillingness of the respondents to provide the much-needed information due to suspicion, but it was solved with researcher assurance that the research was for academic purpose alone, and their identities were to remain confidential. Secondly, the researcher also anticipated a challenge in returning of questionnaires. Therefore, the researcher self-administered the questionnaire and also trained the research assistants who assisted in data collection so as to clarify any question that was a challenge to the respondents.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides an insight of earlier literature and the underlying theories relevant to the study. It outlines theoretical review, conceptual framework, and specific factors influencing performance management, empirical review, and critique of existing literature relevant to the study, summary and research gaps.

#### **2.2 Theoretical Review**

The theoretical review discusses the relevant theories on factors influencing performance management. These theories include goal setting theory, control theory, and social cognitive theory.

##### **2.2.1 Goal Setting Theory**

This theory test whether the performers know the desired output and performance standards (Dessler, 2011). Performers need to know the standards applied to their work, but the next question falls somewhat short of the mark according to goal setting theory. The effects of goal-setting on performance have been studied extensively and have been found to be exceptionally reliable, valid, and useful across diverse work situations (Locke *et al.*, 1981).

Locke and Latham (2012) have championed and led the development of agoal-setting theory for more than thirty-five years. As they worked to understand the core properties of effective goals, goal difficulty and goal specificity stood out as having the strongest effect on performance. In particular, difficult and specific goals led to higher performance when compared to vague “do your best goals” (Locke & Latham, 2012). The full presentation of the goal-setting theory is found in Locke and Latham (1990).

Goal-setting theory highlights four mechanisms that work to connect difficult and specific goals to performance outcomes (Locke & Latham, 2012). Goals direct attention to priorities and they energize and stimulate effort. Specific and difficult goals tend to lead to sustained task performance, and such goals would challenge people to bring to bear the knowledge they possess or strategies they might deploy to increase their chances of success. The more difficult the goal, the more people must draw on their full repertoires of skills, and the more likely they will be compelled to deliberately plot innovative strategies.

In their model of the goal-setting theory, Locke and Latham (2012) describe five moderators that further affect goal driven performance. Most critical is goal commitment, especially for more challenging and difficult goals. The second moderator, goal importance, affects the commitment level. A variety of tactics can increase goal importance, including public statements, organizational vision-goal alignment, goal assignment, participation in goal setting, and monetary incentives. People with strong self-beliefs and confidence in their capabilities exhibit stronger commitment to difficult goals if well trained. Communication feedback and task complexity complete the list of moderators. Goal-setting research has established that higher performance results from the combination of goals and feedback than from goals or feedback separately (Locke & Latham, 2012).

### **2.2.2 Control Theory**

Control theory provides a solid foundation for critical assessment of the feedback elements of performance management approaches. Leading models of performance management, such as Dessler (2011) performance system, do indicate the need for feedback. In practice, however, feedback is insufficient (Coens & Jenkins, 2000; Fletcher, 2001). Performers wait for performance feedback from supervisors who are



either too busy or too far removed to provide it, except for the traditional year-end formal appraisal too little, too late. A stronger explicit connection between control theory's main propositions and performance management is needed. If managers (and performers) understood how tight communication feedback loops support goals in ways that encourage the close self-monitoring advocated by control theory, more attention and priority would likely be attached to these feedback streams and needed feedback would be accessible to performers without management intervention.

Control theory also referred to as feedback control or cybernetics can be described in self-regulation terms as an ongoing comparative process aimed at reducing the discrepancy between standards for behaviour and the observed effects of actual behaviour (Carver & Scheier, 1981, 1998). Whereas goal-setting theory places the emphasis on goal specificity and difficulty, with feedback given secondary status, control theory essentially reverses the order. It is this focus on feedback as a primary behaviour regulatory device that explains the on going attention given to control theory and why it is included in this discussion.

Carver and Scheier (1981, 1998) illustrate how control theory explains the shaping of the organization through reward management and through proper training and effective communication behaviour. At their model's centre is a sensor that continuously compares current behaviour to some standard or goal set for that behaviour. According to control theory, people are self-regulating following the same principles that allow a thermostat to continuously regulate a home's heat. However, instead of a mechanical device, regulation in humans entails a cognitive process. Control theory asserts the performers to monitor their behaviour and its effects about behavioural standards. As long as actual-standard discrepancies are minimal, no change in behaviour is called for. But as discrepancies between standards and current behaviours increase, a call for change eventually occurs. Control theory states that performers either change their behaviours to reduce this negative gap, or they may attempt to change the standard itself (Carver & Scheier, 1981).

The main criticism against control theory is its mechanistic origins. Recent arguments that human motivation cannot be adequately explained using simple cybernetic models have resulted in variations termed Rational Control Theory (Donovan, 2001). These rational perspectives make several points about the strict mechanistic model, one being that people are not automatically reactive to set discrepancy thresholds and can handle some range in behaviour standard gap size. Furthermore, humans can and do set higher goals in response to goal achievement, whereas machines do not. The rational control theorists also factor in human tendencies to past success and expectancies for future success when controlling their behaviour (Klein, 1989).

### **2.2.3 Social Cognitive Theory**

Social cognitive theory provides the support of performance management at several levels. The three-way interaction between what the performers are thinking, doing and the work environment itself provides a strong systems view of performance. Bandura's (2010) central idea of self-efficacy places emphasis on what performers think of themselves, as they set or react to goals, monitor and judge their performance, and correct behaviours using self-regulation mechanisms. The importance of strong self-efficacy suggests performance management systems be reoriented to serve the purpose of strengthening these beliefs. Although performance management systems include basic questions addressing the need for adequate performer skills, knowledge, and capacity, specific questions concerning performers' self-efficacy and self-confidence levels remain unasked. Again, a thorough understanding of the underlying theory would help managers be more effective in their performance management efforts.

Bandura (2010) drew his conception of social cognitive theory from his earlier and larger work on social learning theory. In his view, motivation is influenced by the interaction of three key elements: the work environment itself, what the performer

thinks, and what the performer does. Each influences the other. Bandura emphasizes the importance of performers monitoring their behaviours and self-reacting, much like control theory. However, his central concept of self-efficacy, what people think or believe about their capabilities, helps explain how a performer's beliefs about what he or she can or cannot do moderates performance. Strong performance requires positive self-beliefs of efficacy in addition to appropriate skills and abilities. Self-efficacy not only affects the choice of goals, the difficulty level, and commitment to them, but fundamental choices of work and career as well. If healthy self-efficacy is important to performance, then developing and strengthening positive self-beliefs in employees is a meaningful performance management objective.

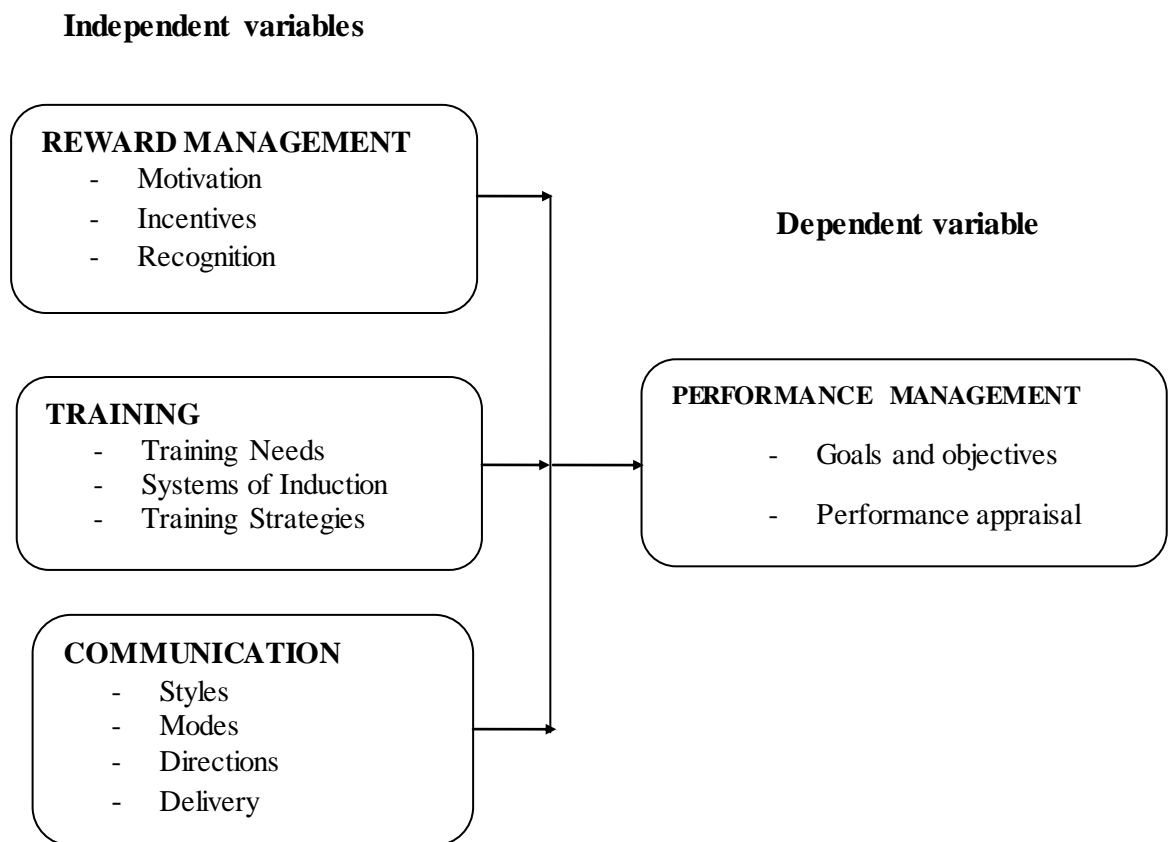
Self-efficacy can be improved through four influences, according to Bandura (2010). The first, mastery experiences, is given more weight as a particularly effective shaping influence on personality. In essence, mastery experiences provide progressive successes, which build efficacy. People who can overcome obstacles and find success become relatively assured performers, but outright failure, especially early and repeated failures, can disrupt self-efficacy growth or even create a negative capability assessment. Therefore, careful management of mastery experiences is critical up until a point where strong self-efficacy can weather occasional setbacks.

The second influence on self-efficacy perceptions occurs as people watch others perform the same task. Confidence increases as people see others succeed, especially if those observed are similar, relevant models. People sense that they, too, are capable of performing the task. This vicarious observation influence is especially helpful when performers have little experience applying their skills and abilities to the task. A third source of influence is through verbal persuasions, such as when managers attempt to convince employees that they indeed possess the abilities to be successful. This strategy has limited short-term impact, but the temporary charge can be enough to cause people to tackle the task with enough effort to succeed. However, Bandura (2010) cautions overselling or creating unrealistic self-beliefs because of the damage to self-efficacy

(and the persuader's credibility) if success does not occur. Fourth, the way people interpret physiological reactions to stressful situations is a potential source of influence on self-efficacy. By helping people redirect arousal (e.g. fear) toward a sense of being energized and ready to perform, the debilitating aspects of heightened arousal can be minimized.

### 2.3 Conceptual Framework

The conceptual framework describes study phenomenon accompanied by a graphical or visual depiction of major variables of the study (Winter, 2006). The below conceptual framework looks at factors influencing performance management as illustrated in figure 2.1.



## **Figure 2.1: Conceptual Framework**

### **2.3.1 Reward management on performance management**

Reward refers to ‘all of the monetary, non-monetary and psychological payments that an organization provides to its employees in exchange for the work they perform’. Motivating employees through a good reward management constitutes a difficult and challenging task for general managers as it can positively affect employees’ behaviour toward their jobs and increase their commitment and thus their performance. Armstrong and Murlis (2011) states that reward strategies are an important part of an organization’s HR strategy and should be bundled with other HR strategies so that they complement and reinforce one another.

According to Dewhurst *et al.* (2010), other means to reward employees that are none Financial include:- the working environment, employee voice, recognition and praise, empowerment, leadership, quality of working life, job design and work life balance to mention a few (Armstrong, 2010). Therefore, good reward managements lead to increased performance management because it acts as a motivator. This is because well-rewarded employees feel that they are being valued by their employer. This encourages them to work harder and better because they are aware that their wellbeing is taken seriously, and that their career and self-development are also being honed and taken care of by their organization. Hence, it is a constant and continuous challenge for organizations to work on understanding what factors contribute to improved satisfaction levels of their employees, organizations need to identify constantly the motivators that boost the performance of their workforce, so as to ensure their employees are adequately satisfied and hence motivated.

Effective, appropriate, timely, and market-driven rewards can be motivational for work. According to Tsai (2012), it is commonly believed that if rewards are used effectively,

they can motivate individuals to perform and thus can have a positive effect on performance management. A reward and compensation system is also based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive (Fey & Bjorkman, 2011; Guest, 2012; Mendonca, 2012). According to Schaufeli *et al.* (2012) reward management is important because it helps to combat burnout, which is typically experienced by most employees on the job. Individuals, who experience burnout in their work, typically do not feel fulfilled. They also tend to have negative outlooks, and they also approach the tasks at hand with less vigor and dedication

Based on the reward management employees can spell the difference in the perceptions that they hold with regards to their work and their relationship with their organization of choice. They can form a perception of how much their organization values them, and they are also able to assess their self-worth. According to Armstrong (2010), managers should consider total rewards and first make sure they provide both salaries and benefits to ensure that the basic needs of the employee are met. However, this may not necessarily make the employee happy with his/her job; there is also need to look at the non-monetary rewards. When considering rewards, it is important to consider aspects of internal and external equity, because employees are constantly involved in a social exchange process wherein they contribute efforts in exchange for rewards. They also compare the effort or contribution that they put in towards accomplishing a certain task and acquiring rewards in exchange for the former. Employees should receive rewards that are also based on their personal needs, e.g., employees with children should get different benefits from young people with no caring responsibilities while people who have stayed in the organization for long should also get different rewards for their loyalty. Therefore, there is need for organizations to accommodate the needs of their employees, and reward them for their efforts (Tsai, 2012)

The Effort-Reward Imbalance (ERI) Model (Siegrist, 1996), places high importance towards the provision of rewards instead of controlling the work systems and its structures within an organization. The main concept of the model is that the amount of work that an employee puts towards work is a part of the 'socially organized exchange process' to which society feels obliged to repay. Such repayment comes in the form of 'occupational rewards. According to this model, the rewards are provided to the employees through the usage of three transmitter systems. Such systems include 1) money, 2) esteem and 3) job security and opportunities for employee development. With regards to money, this model focuses on the provision of adequate salary to serve as an employee reward. Boosting the employee's self-esteem comes in the form of an increase in respect and support from the management. Security or career opportunities may come in the form of promotions to higher positions, or the support of the company to sponsor the higher education of their employees.

### **2.3.2 Training on performance management**

According to Armstrong (2009), training is defined as planned and systematic modification of behavior through learning events, programs, and instruction, which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. According to Homayounizadpanah and Baqerkord (2012), training leads to an increase in productivity since it involves developing and enhancing the capacity of the human capital in an organization. The more an organization recognizes the intrinsic value of each employee; the more it recognizes that this value can be enhanced through training.

Training enhances employee's skills, knowledge, attitude and competence and ultimately worker performance and productivity in organizations (Armstrong, 2009). Training is, therefore, a key element for performance management because it increases the level of individual and organizational competencies. Scholars such as Batt (2012) and Benedicta (2010) suggest that human capital is the people in organizations whose

assets are of value and can be enhanced through investment which involves the process of developing and retaining the existing knowledge, skills, abilities and competencies of employees. It helps to reconcile the gap between what should happen and what is going on between desired targets or standards and actual levels of work performance and to improve the performance potential of employees. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, training remains a major capacity enhancing tool that can ensure continuous improvement.

According to Armstrong and Baron (2012), adoption of quality management as well as continuous improvement has long been associated with an increase in the provision of training. Employees require training so as to manage job enlargement and job enhancement. These helps to provide them with both technical and non-technical skills, to enable them to be flexible to changing trends in the internal and external environment. A study of the effect of training on a financial performance done on 61 French firms by d'Arcimoles (2009), found that expenditure on training by firms was associated with immediate and permanent improvements in productivity and profitability. Training should, therefore, be strategically targeted at improving operational and performance priorities such as cost, quality, and timeliness to mention a few.

The responsibilities of employee training are influenced by top management, human resource development personnel, immediate supervisor and the employee. There are few factors that contribute to training effectiveness; these include; trainer's capabilities, suitability of methods of delivery used by trainers, the location of training, trainee's job characteristics, and appraisal and reward management. Before training is conducted, it is necessary for the organization to carry out training need analysis (TNA) to determine whether a deficiency can be corrected through training (Blanchard & Thacker, 2012). According to Blanchard and Thacker (2012), a TNA provides a benchmark (pre-measure) of the skills trainee possess before training. This benchmark can be compared



to a measure of the skills required in training (post-measure). With pre and post measures, it is possible to demonstrate the cost savings or value added as a result of training (Blanchard & Thacker, 2012). The TNA should help to identify what business functions or units need training and to determine if the company has the knowledge, skills, and abilities in the work force that are necessary to meet its strategy and be competitive in the market place. Training needs analysis therefore very important to performance management since it ensures that training needs are based on an employee by increasing the output per person.

According to Armstrong (2009), individuals and organizations need to meet the demands and challenges of change. Technology and globalization have led to the need for change adapt to any new and emerging trends. Other factors such as government policies, competition, and organizational re-engineering can also influence change in an organization. Through training, change can be managed and by imparting on the employees the knowledge, skills and attitude that will help them cope with the change, employee expertise itself can be expanded through effective programs of employee development. The development of employee expertise provides a potentially inexhaustible source of ideas for further innovation and increased productivity. The general movement towards downsizing, flexible structures of organizations and the nature of management moving towards the devolution of power to the workforce give increasing emphasis to an environment of coaching and support. Training is necessary to ensure an adequate supply of staff that are technically and socially competent and capable of employee development into specialist departments or management positions. There is, therefore, a continual need for the process of staff development, and training fulfills an important part of this process. Training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (Cooke, 2000; Benedicta, 2010).

Training is the planned intervention that is designed to enhance the determinants of individual job performance (Chiaburu & Teklab, 2010). Under performance management training is related to the skills an employee must acquire to improve the probability of achieving the organization's overall business and academic goals and objectives. Positive training offered to employees may assist with reduction of anxiety or frustration, which most employees have experienced on more than one occasion during their employment careers (Cheng & Ho, 2001). Training has a significant effect on employee effectiveness. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Singh, 2012).

It is very necessary for the organization to design the training very carefully (Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 2009). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results. Training design plays a very vital role in the employee as well as organizational performance. A bad training design is nothing but the loss of time and money (Tsaor & Lin, 2012). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of the organization and the workforce (Stone, 2012). Nowadays training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (Fakhar & Anwar, 2008). The study by Chege, Musiega, and Otuko, (2013) concluded that it is not enough just to throw training to employees and hoping for the best from them. They found out that most of the training is not tied to the organization's goals as it is often conducted in a vacuum, which is unrelated to the problems faced by the organizations. Performance management looks at a given organization and its objectives and the kind

of problems that the organization may experience or is experiencing so as to plan for remedial action in training.

### 2.3.3 Communication on performance management

Communication is the transfers or conveyance of messages or information from one person to another Atwater (2008). Managers and researchers have long agreed that communication processes are a major factor in organizational success (Roberts & O'Reilly, 1974; Snyder & Morris, 1984). Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity (Gray & Laidlaw, 2012; Muchinsky, 1977; Tsai, Chuang & Hsieh, 2009). Employees who report positive and open communication with managers are better in coping with major organizational changes, such as layoffs and mergers (Gopinath & Becker, 2000; Schweiger & DeNisi, 1991), report higher organizational identification (Bartels, Pruyn, De Jong, & Joustra, 2010), and deal more effectively with job stressors (Stephens & Long, 2000; Tepper, Moss, Lockhart, & Carr, 2010). As a consequence, many ways to improve communication within organizations have been proposed (Atwater and Waldman, 2008; Downs & Adrian, 2012).

The different aspects of effective management communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures, are positively related to employees' performance (Kacmar, Witt, Zivnuska & Gully, 2003; O'Reilly & Roberts, 1977; Roberts & O'Reilly, 1979; Snyder & Morris, 1984). However, little knowledge exists about the processes underlying these factors, particularly concerning communication by managers to lower level employees. Later work by Goczol and Scoubeau (2003) brought a somehow different view to the dimension of communication. They contended that communication was the medium of exchange and flow of information in every

aspect of an organization, including management. They strongly maintained that this entire process of facilitating the flow and exchange of information was called corporate communication. Relying on the work of Kacmar (2003), the authors found out that corporate communication had three distinct branches as follows: marketing communication, organizational communication, and management communication. In their opinion, whereas these three forms of corporate communication were present, only organizational communication and management communication were considered as key factors for communication.

Organization function using the collective of people, yet each is capable of taking action independently which may not always be in the line with the policy or instructions, or may not always be reported properly to those who ought to know about it. Effective communications are required to achieve coordinated results and prevent these kinds of things from happening. A two-way discussion between manager and employee to know why they are doing something well and when it would be helpful to do something a little differently. It put the employees in a position to identify specific actions for improving performance and the supervisory to identify specific actions for improving performance and /or organizational support that will be provided (Corcoran, 2006).

### 2.3.5 Performance Management

According to Armstrong (2006), Performance management is a continuous and flexible process, which involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results. It is based on the principle of management by contract and agreement rather than management by command , and or consensus and cooperation rather than control or coercion. It focuses on future performance planning and improvement rather than on retrospective performance appraisal. Performance management as a continuous and evolutionary process, in which performance improves over time providing for

regular and frequent dialogues between managers and individuals about performance and development needs. It is mainly concerned with individual performance, although it can also be applied to teams. More emphasis is placed on development (Armstrong, 2009).

Mundy (2008), commented that performance management is 'a process for establishing a shared understanding about what is to be achieved and how it is to be achieved and an approach to managing people that increases the probability of achieving success'. The improvement of fundamental part of the continuous process of performance management, with the aim being positive to maximizing high performance, but having an eye on under performance. When managing under performance, (Handy, 1989) suggest that this should be about applauding success and forgiving failure. Mistakes should be used as an opportunity for learning- something only possible if the mistake is truly forgiven because otherwise the lesson is heard as a reprimand and not as an offer to help (Matti & Marja, 2006).

According to Armstrong (2009) performance management is an important human resource management process that provides basis for improving and developing performance and its part of the reward management in most general sense. It's a means of getting better results by understanding and managing performance within an agreed framework of planned skills, goals, standards and competence requirements.

Performance management is an agreement-based interactive control model. Its operational core is in the ability of the agreement parties to find the appropriate balance between the available resources and the results to be attained with them. According to Mujtaba (2008), "performance management is a way of measuring and making sure that the activities of everyone in the organization are aligned with the overall shared mission, vision, and goals of the company". An appropriate performance management program explains what performance means, how it is measured, and provides timely feedback to those responsible for accomplishing the tasks (Rollo, 2001). Most

performance management programs are designed to align employee activities to the firm's goals, provide useful data to make administratively educated decisions about employees, and to provide appropriate feedback to employees so they can correct their shortcomings in a timely manner and build on their strengths. Feedback is a very important part of any performance management system and should be given careful attention and consideration. Feedback to employees should be presented in such a way that it results in better performance, enhanced productivity, higher motivation, and increased morale.

According to Corcoran (2006), performance management is a system that is made up of several interdependent internal processes. It begins when a job is initially defined and ends when an employee leaves the company. Appraisals are just one part of an overall process that covers everything from recruitment and selection to goal setting, performance measurement and review, and training and development. Performance management relates to everything that takes place between these two events. Performance management is about setting and achieving organizational objectives. Objectives should include the 'what', 'who', 'how', and 'when' elements. The goals and objectives put forward by the employee in conjunction with the manager's assessment of the staff member's performance will determine to a great extent the training and development objectives.

According to Helm, Holladay, and Tortorella (2010), thinking of performance management as a complete system that encompasses goal alignment, education, communication, and continuous feedback can lead to the recognition of top performers which is important as organizations try to retain their top talent and improve the performance of all employees in an effort to positively influence the customer, client or a patient's experience. Helm, et al. (2010) mention that effective performance management involving a complete system of goal setting, training, communication, and ongoing feedback is a practice on which research often has important implications. This performance management initiative is a significant step toward achieving the

institution's ultimate goal of being an employer of choice, where top performers are recognized, and for providing documented research that other organizations can learn from and use in their own performance management efforts (Helm, *et al*, 2010).

## **2.4 Empirical Review**

In a study conducted by Probst and Brubaker (2001) it was concluded that the difference between job satisfaction and dissatisfaction lies in the amount and the type of rewards provided or given to the employees and the amount and type of rewards that the employee expects he/she deserves. Employees are likely to be satisfied and motivated when they perceive that they get fair pay with regards to the amount of work that they do. In a study by Ahmad *et al.* (2010), the researchers stated that employees are particularly concerned about discrimination with regards to fair pay, and this may hamper their motivation levels to do their job well. In addition, employees are also driven to work for their chosen organization over a longer period of time if they are paid fairly.

A study conducted by Tsai (2012) concluded that there exists a positive relationship between the rewards provided by the management of a company, and the job satisfaction felt by the workers, and the effectiveness of the work produced. According to Olowu and Adamolekun (2010), it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. A study by Huselid (2009) found that performance management effectiveness was associated with capabilities and attributes of employees and that there exists a relationship between performance management, cash flow, and market value. Wan *et al.* (2012) tested six strategic human resource variables' (training, staffing, empowerment, performance appraisal, job design, and performance based pay) impact on firm performance and then examined how the combination or the bundle of such variables together affect this performance. Using a sample of 191 Singaporean

companies, they found that effective implementation of the different strategic human resource variables have a positive effect on organizational outcomes (especially to the firm human resource performance-employee productivity, job satisfaction and commitment). Many researchers (Arthur, 2010; Huselid *et al.*, 2009; Huang, 2001; Stavrou & Brewster, 2010; Christiansen & Higgs, 2008) have suggested that company's performance management contribute to increase its performance and thus help it to grow and gain sustainable competitive advantage. These studies attempted to answer the question of whether or not factors influencing performance management practices have a crucial role in performance and sustaining a competitive advantage in a fast changing environment (Mansour, 2009).

## **2.5 Critique of the existing Literature Relevant to the study**

A study by Huselid (2009) found that performance management effectiveness was associated with capabilities and attributes of employees and that there exists a relationship between performance management practices and employee performance, cash flow, and market value. Wan *et al.* (2012) tested six strategic human resource variables' (training, staffing, empowerment, performance appraisal, job design, and performance-based pay) impact on firm performance and then examined how the combination or the bundle of such variables together affect this performance. Using a sample of 191 Singaporean companies, they found that effective implementation of the different strategic human resource variables have a positive effect on organizational performance. This therefore need a comprehensive study of factors influence performance management?

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do. These arguments were not sufficient because rewards cannot be the only source of satisfaction to employees but also environment can contribute a lot on satisfaction. In a study by Ahmad *et al.* (2010), the researchers stated that employees are particularly concerned about discrimination with regards to fair pay, and this may hamper their performance levels to do their job well. In addition, employees are also driven to work for their chosen organization over a longer period of time if they are paid fairly. This clearly depicts that employee morale at work is closely related to fair pay which is not the only thing in human resource management.

## **2.6 Summary**

The literature analyzes highlights relevant theories of performance management on employee performance which are goal setting theory, control theory, social cognitive theory. Literature on how training, reward management and communication influences performance management. The empirical review highlighted studies that have been done by other scholars on relationship between factors how they influence performance management. Literature also covers how each independent variable; reward management, training and communication influence performance management. The factors influencing performance management contribute significantly to the accomplishment of a firm's objectives, adding value for its customers and physical resources. The scholars in review have shown the importance of factors influencing performance management. The studies have shown the importance of training, reward management and communication on performance management.

## **2.7 Research gaps**

The researcher attested that while some practices have a significant effect, others have a marginal effect. In fact the debate is still raging on, on whether there is a set of universally accepted bundle of factors that influence performance management. Most of the research has been limited to the western and Eastern countries. This research aimed

at replicating these studies in the Kenyan context, in view of the fact that it is unique since it is a developing country which is in transition from personnel management to Human Resource Management, it has its own unique history and culture, power and political play as well as a unique vision ,hence the studies done elsewhere cannot be completely replicated in Kenya, in helping to explain the factors influencing performance management at National government in Mumias Sub County in Kenya, which is responsible for the realization of vision 2030 and for transforming Kenya. According to an economic survey done by the GOK (2008), employment in 2009 stood at 4.707 million and it contributed 2.4% to GDP growth, while in 2008 employment stood at 9.946 million and it contributed 1.8% to GDP growth, this shows a decline in labour force performance despite the increased in levels of employment, this is according to a report by Omolo (2010).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the research design and methodology that this study used. It also highlights the target population, sampling design procedure, data collection instruments and administration, pilot testing and as well as data analysis methods that were used to analyse the data that was collected during this study.

#### **3.2 Research Design**

Research design according to Kothari (2004) constitutes the blue- print for the collection, measurement, and analysis of data. This study adopted a descriptive survey research design. Mugenda and Mugenda (2003) explain that descriptive survey design determines and reports the way things are or answers questions concerning the current status of the subjects in the study. This study was guided by qualitative, quantitative and descriptive research design establishes the relationship between variables especially the factors influencing performance management. Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Quantitative research is a means for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. This study was carried out to determine the factors influencing performance management at National Government in Mumias Sub County. It involved the establishment of relationships between the variables considered which can best be described using correlation which is type of descriptive research design as it does not manipulate the existing information but it simply captures a pre-existing association between the variables.

### 3.3 Target Population

The target population, according to Mugenda and Mugenda (2003), should have some observable characteristics, to which the study intends to generalize the results. In this study, the target population was 108 as per the 2014 annual report of Mumias Sub County. The study specifically focused on 84 employees. Mumias Sub County was selected owing to its vast fame and long existence in Kakamega County and therefore they are in a position to give reliable information on factors influencing performance management at national government in Mumias Sub County.

### 3.4 Sampling Size

This refers to the complete list of all the members of the population that the researcher wishes to draw the study sample from. Kothari (2004) defines a sample size as a definite plan for obtaining a sample from the sampling frame. The following formula according to Cochran (1963) was used to determine the sample size:

$$N_0 = \frac{Z^2 pq}{\varepsilon^2}$$

Where;

$N_0$  = Sample size when the population is > 10,000

$Z^2$  = Standard normal deviant required at confident level of 95% which is 1.96.

$p$  = Proportion of people influenced by performance management which is set at 0.5 each.

$q = 1-p$

$\varepsilon = 0.5$  error of margin allowed.

$$N_0 = \frac{(1.96)^2 \times 0.5(1 - 0.5)}{(0.05)^2} = 384$$

For Mumia's sub-county staff of a total population of 108,

$$= \frac{\text{Sample size of } > 10,000 \times \text{Target population}}{\text{Sample size of population } > 10,000 + \text{Target population}}$$

$$= \frac{384 \times 108}{384 + 108} = 84.29 \approx 84 \text{ Employees}$$

$$\text{Sample size determination per strata} = \frac{\text{Number in the category} \times \text{Total sample size}}{\text{Target population}}$$

$$\text{Top management sample} = \frac{8 \times 84}{108} = 6 \text{ Employees}$$

$$\text{Middle level staff sample} = \frac{20 \times 84}{108} = 16 \text{ Employees}$$

$$\text{Operational staff sample management sample} = \frac{80 \times 84}{108} = 62 \text{ Employees}$$

**Table 3.1: Distribution of sample frame and Sample for the Study**

Category	Sample frame	Sample size
Top level management staff	8	6
Middle level staff	20	16
Operation staff	80	62
<b>Total</b>	<b>108</b>	<b>84</b>

### **3.5 Sample and sampling technique**

A sample refers to a small group of individuals, elements or characters drawn from a larger group Kothari (2004). Sampling ensures that some elements of a population are selected as riding representative of the population. The study adopted stratified random sampling technique since the target population involved individuals of different cohorts in Mumias Sub County. According to Kothari (2004) stratified random sampling technique is used when the population of interest is homogeneous. It breaks the population into groups of similar characteristics. In this study the target population of interest was composed of various carders namely; top level management and other staffs.

### **3.6 Data Collection Instruments**

The study used questionnaires to collect data from respondents. The structured (closed-ended) and unstructured (open-ended) questionnaires were used to get uniform responses from respondents. The structured questionnaires were accompanied by a list of all possible alternatives from which respondents selected the suitable answer that described their situation by simply ticking Mugenda and Mugenda (2003). The study adopted a drop and pick method where the instruments were dropped and collected after having been completed by the respondents. Frequent follow up was done to overcome low response rate and chances that the respondents forget to fill in the questionnaires. The advantage of using this type of instrument was the ease that it accords the researcher during the analysis. Moreover questionnaires are convenient to administer when handling a large group of respondents and economical to use in terms of time and money.

Part (A) of the questionnaire captured demographic information which sought respondent's details on gender, age, experience, level of education and position they occupy in the sub-county. Part (B) of the questionnaire captured on questions assessing

factors influencing performance management. The Likert scale covered four areas of factors influencing performance management that is reward management, training and communication. Part (C) of the questionnaire captured performance management and aimed to evaluate respondent's performance management toward their organization.

### **3.7 Data collection procedure**

An introductory letter from the University was obtained. Permission was then sought by the Deputy County Commissioner to collect data from the respondents by distributing questionnaires. The questionnaire was chosen by the researcher due to the merits included in the possibility of using distant respondents and questions are well planned and can always be modified and adapted. Also a questionnaire instrument was convenient and its low cost implication. Data was collected using questionnaires.

### **3.8 Pilot Test**

Kothari (2004) asserts that a researcher should do a pilot test of data gathering tools before proceeding with the research. The objective of piloting was to detect any ambiguities in the questions, identifying problems in research methodology and data gathering techniques. Pick and drop method was used to administer the questionnaires to 10 respondents who did not take part in the study to evaluate the survey questionnaire for flow of questions, accuracy, clarity, readability and understandability of the research instruments to be used in this study. The reliability of the instruments was established using the Cronbach Alpha Coefficient tests. The Cronbach Alpha Coefficients for the questionnaires of employees was ( $\alpha = 0.839$ ;  $df = 9$ ), indicating a high level of reliability. The researcher also sought voluntary information on improvement of the research instruments from colleagues and the two supervisors at JKUAT. From their comments and the Cronbach Alpha Coefficient results, the instruments were refined through rewording to ensure validity and reliability.

### 3.9 Data Processing and Analysis

Data analysis is an examination of what has been collected and making deduction and inferences Kothari (2004). In this study prior to processing the responses, the completed questionnaires were edited for completeness and consistency. Data analysis was done by grouping data from questionnaires into various categories before being coded and analysed. The researcher collected both quantitative and qualitative data which was analysed using both descriptive and inferential statistics. The descriptive statistical tools helped the researcher to describe the data and determine the extent to be used. The Likert scale was used to analyse the frequencies and percentages. The coded data was then fed into the Statistical Packages for Social Sciences (SPSS) Version 20 which generated the values of the coefficients in frequencies and percentages that can handle a large amount of data and given its broad spectrum of statistical procedures purposefully designed for social sciences; it is quite efficient. The generalized findings on the factors influencing performance management at National government in Mumias Sub County were presented using tabulations.

Multiple regression models were used to find out the relationship between the independent variables (training, reward management, communication) and the dependent variable. Multiple regressions were also used to determine the strength of association between the predictors (independent) and performance management among its dimensions. The test for significance of coefficient of correlation was determined by the use of f-test. The following multiple linear regressions was used:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$



Where:

$\alpha$  = Y intercept (constant) whose influence on the model is insignificant

$X_1$  = training

$X_2$  = reward management

$X_3$  = communication

$\beta_1, \beta_2, \beta_3$  = Model coefficients which are significantly large to have significant influence on the model.

$e$  is the error term.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

The chapter represents the research findings and results of the application of the variables using techniques mentioned in chapter three. Specifically, the data analysis was in line with specific objectives where patterns were investigated, interpreted and implications drawn on them.

#### **4.2 Response Rate**

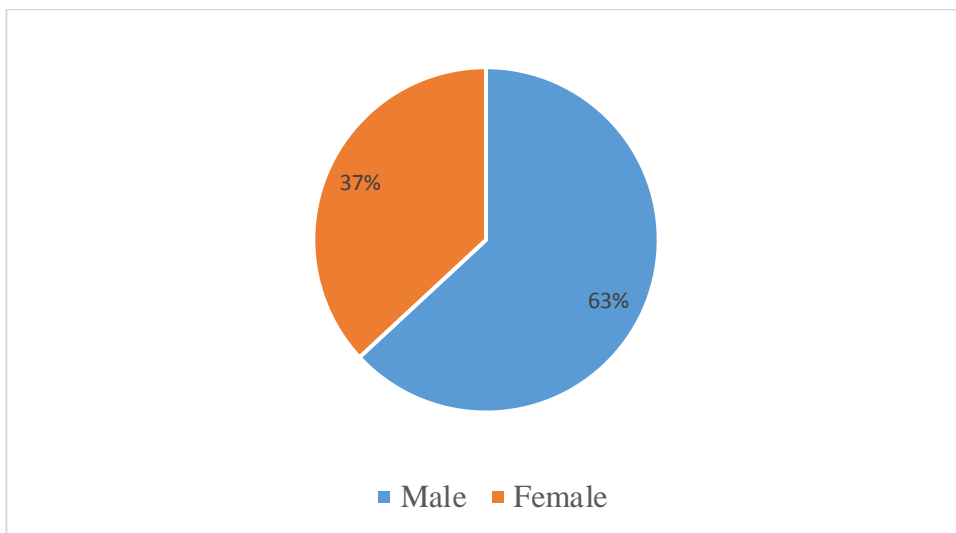
From the data collected, out of the questionnaires administered all of them were filled and returned, which represents 100%. This response rate is considered satisfactory to draw conclusions from the study. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very good. This is also in line with the assertion by Bailey (2000), that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This therefore means that the response rate in this case of 100% is, therefore very good.

The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants (all staff serving at the National government of Mumias Sub County) of the intended survey, utilized a self-administered questionnaire where the respondents completed and these were picked after. follow-up calls were made to clarify queries as well as prompt the respondents to fill the questionnaires.

### 4.3 Descriptive Analysis

#### 4.3.1 Gender

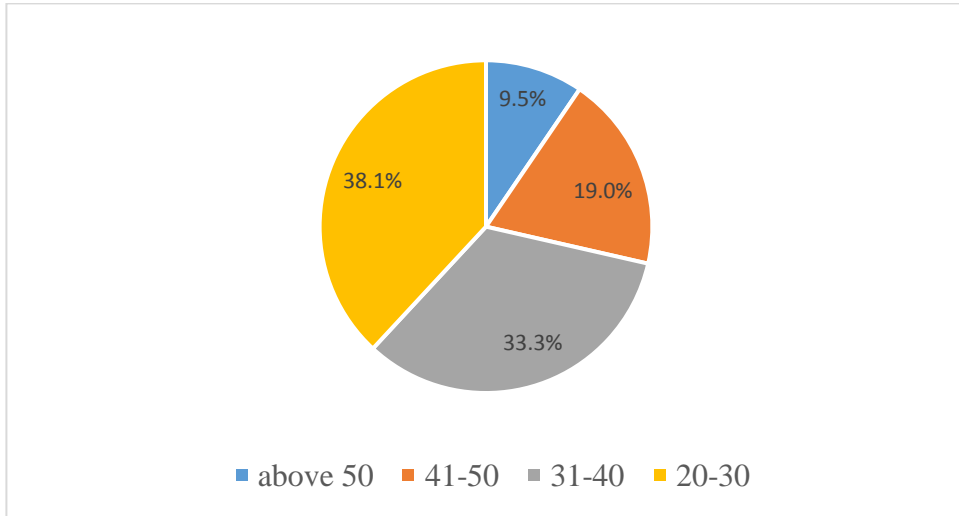
The study sought to find out the gender distribution among the respondents of the study. The results in figure 4.1 indicated that 53 (63%) of the respondents were men while the remaining 31 (37%) were women.



**Figure 4.1 Genders of the Respondents**

#### 4.3.2 Age Bracket of the Respondents

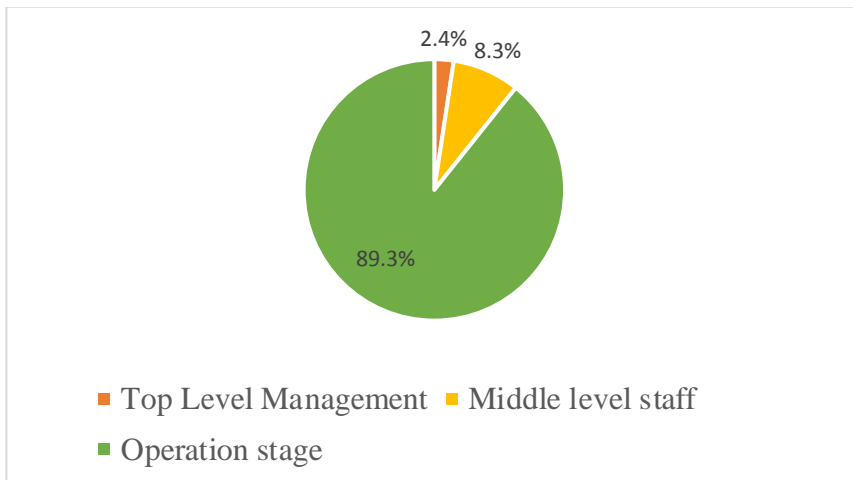
The study sought to find out the age brackets of the respondents by asking them to indicate their age ranges. This was to help determine the age distribution of the respondents. From the results in figure 4.3.2, 32 (38.1%) of the respondents were between 20-30 years of age, 28 (33.3%) of the respondents were between 31-40 years of age, 16 (19.1%) of the respondents were between 41-50 years of age, while only 8(9.5%) were over 50 years old. This result illustrates that majority of the workers in Mumias Sub-County are of ages 20-40 years of age.



**Figure 4.2 Age Bracket of the Respondents**

### 4.3.3 Job Category of the Respondent

The study sought to find out the job category of the respondents. From the figure 4.3.3 below, 2(2.4%) of the respondents were from the top level management, 7 (8.3%) from the middle level staff and 75(89.3%) from the field operation staff.



**Figure 4.3 Job Category**

#### 4.3.4 Academic Qualifications of the Respondents

The research also sorts to find out the academic qualifications of the respondents, and this is because the level of planning done in the development and delivery of projects depends largely on the professional involved. The results indicated that 16(19%) of the respondents were reported to be certificate holders, 50(59.5%) of them were diploma holders, 15(17.6%) of them were holders of undergraduate degrees, and 3(3.6%) had postgraduate degrees. The distribution is shown in figure 4.3.4 below.

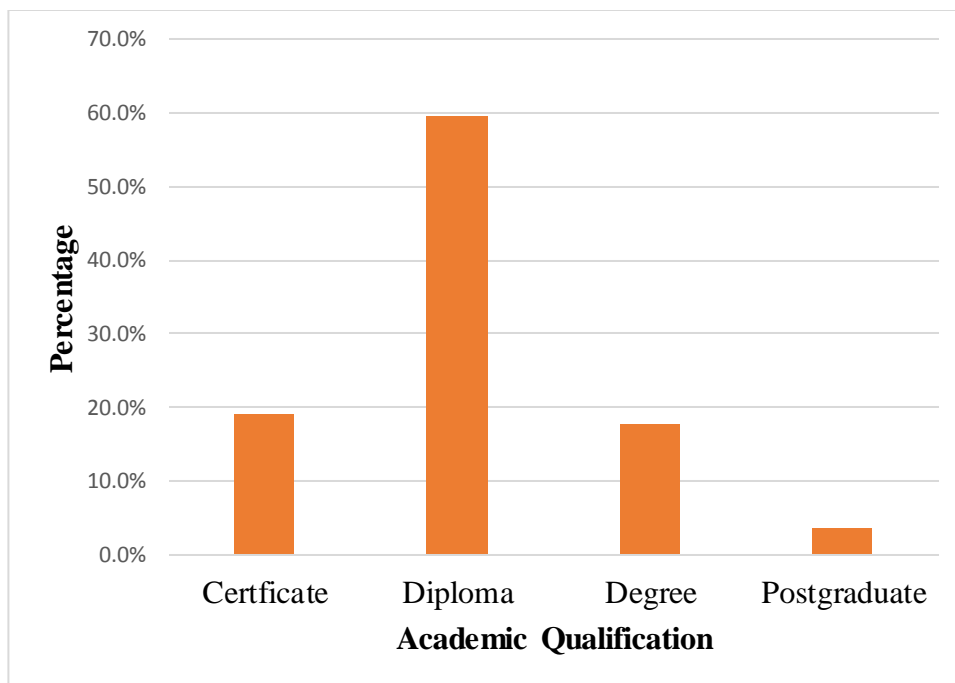
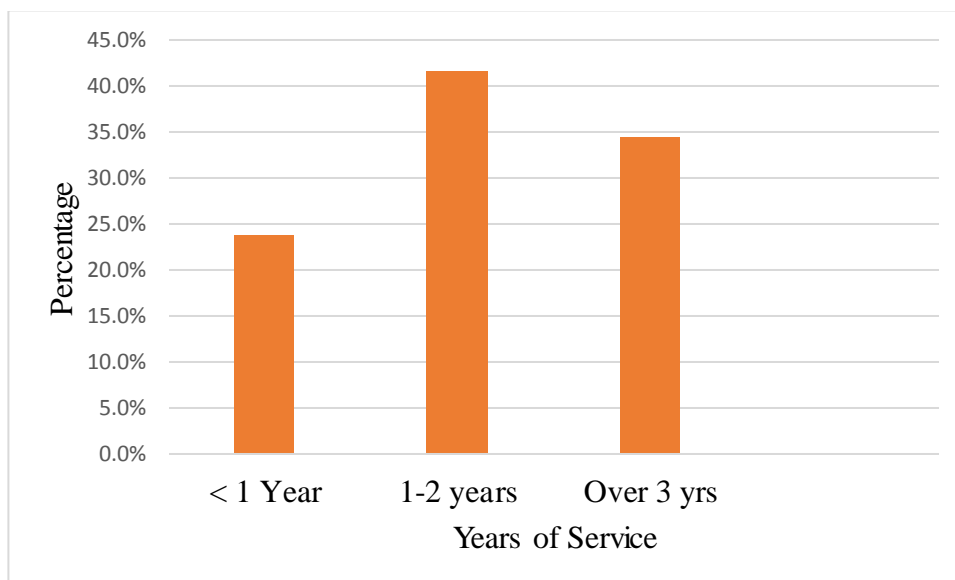


Figure 4.4 Academic Qualifications

### 4.3.5. Years of Service

This section sought to find out the number of years the respondent had worked with the organization. The analysis of years of service of the respondents in figure 4.5 show that, 20 (23.8%) of the respondents have worked with the organization for less than one year, 35 (41.7%) of the respondents have worked for between one to two years with the organization and 29(34.5%) of the respondents reported to have worked with the organization for over 3 years. The distribution is shown in figure 4.3.5 below.



**Figure 4.5 Years of Service**

## 4.4 Performance Management

Table 4.4 presents the results on Performance Management. As evidenced in the table, 34.5% (29) of the respondents strongly agreed that the employer gives feedback on employee performance after the performance appraisal which enhances subsequent performance (mean=3.85, STD=1.10). Similarly, 34.5% (29) of the respondents strongly agreed that the employer carries out performance appraisal annually which helps improve employee performance and boost job satisfaction (mean= 3.79, STD

=1.12). Besides, 28.6.4% (24) of the respondents agreed and strongly agreed respectively that goals of an employee are congruent with Mumias Sub-county goals (mean=3.67, STD=1.12). Also, 31% (26) of the respondents strongly agreed and agreed respectively that their immediate supervisor sets SMART objectives which increase motivation and organizational commitment level(mean=3.71, STD=1.17). Finally, 48.8% (41) of the respondents strongly agreed that they are able to achieve higher outcomes when immediate supervisors sets for them goals (mean=4.0STD=1.28). In general, performance management had a mean of 3.80 and a standard deviation of 0.57.

**Table 4.1 Performance Management**

		SD=1	D=2	NS=3	A=4	SA=5	Mean	SD
The employer gives me feedback of my performance after the performance appraisal which enhances my subsequent performance.	Freq	2	10	16	27	29	3.85	1.10
	%	2.4	11.9	19.0	32.1	34.5		
My employer carries out performance appraisal annually which helps me improve my performance and boost my job satisfaction.	Freq	2	10	21	22	29	3.79	1.12
	%	2.4	11.9	25.0	26.2	34.5		
My goals as an employee are congruent with Mumias Sub-county goals	Freq	3	10	23	24	24	3.67	1.12
	%	3.6	11.9	27.4	28.6	28.6		
I and my immediate supervisor set SMART objectives which increase my motivation and organizational commitment level.	Freq	4	10	18	26	26	3.71	1.17
	%	4.8	11.9	21.4	31.0	31.0		
I am able to achieve higher outcomes when my immediate supervisor sets for me goals.	Freq	5	12	2	24	41	4.0	1.28
	%	6.0	14.3	2.4	28.6	48.8		
Performance management							3.80	0.57

#### 4.5 Reward management

Table 4.5 presents the results on reward managements. As evidenced in Table 4.5, 36.9% (31) of the respondents strongly agreed that the employer reward managements is transparent and precise for awarm relationship among employees in Mumias Sub



County (mean=3.79, STD=1.20). Similarly, 33.3% (28) of the respondents strongly agreed that the reward management is written down and well communicated in Mumias Sub County (mean= 3.81, STD =1.10). Besides, 31.2% (27) of the respondents are not satisfied with their salary match on the tasks given goals (mean=3.5, STD=1.16). Also, 36.9% (31) of the respondents strongly agreed that recognition of efforts at workplace makes work harder and meet quality requirements (mean=3.88, STD=1.11). Also, 33.3% (28) of the respondents agrees that merit based pay is the reason for personal effort for high commitment (mean=3.33, STD=1.18). Similarly, 29.8% (25) of the respondents are not satisfied if appointments in this organization are based on merit (mean=3.45, STD=1.19). Besides, 39.9 % ( 31) of the respondents agreed that the pay and benefits have affected employees turnover or their intention to leave the organization (mean=3.53, STD=1.20). Finally, 38.1% (32) of the respondents agreed that salaries and benefits are based on performance has acted as an incentive to encourage employees to perform at their best in the organization (mean=3.86, STD=1.04). In general, reward managements had a mean of 3.64 and a standard deviation of 0.35.

**Table 4.2 Reward management**

		<b>SD=1</b>	<b>D=2</b>	<b>NS=3</b>	<b>A=4</b>	<b>SA=5</b>	<b>MIN</b>	<b>STD</b>
The employee reward management is transparent and precise for a warm relationship among employees	Freq	3	9	16	31	25	3.79	1.20
	%	3.6	10.7	19.0	36.9	29.8		
The reward management is written down and well communicated in Mumias Sub County	Freq	1	13	15	27	28	3.81	1.10
	%	1.2	15.5	17.9	32.1	33.3		
My salary matches the tasks given	Freq	6	8	27	24	19	3.5	1.16
	%	7.1	9.5	31.2	28.6	22.6		
Recognition of my efforts at the work place makes me work harder and meet quality requirements	Freq	2	10	15	26	31	3.88	1.11
	%	2.4	11.9	17.9	31.0	36.9		
Merit based pay is the reason for my personal effort for high commitment	Freq	9	8	26	28	13	3.33	1.18
	%	10.7	9.5	31.0	33.3	15.5		
All appointments in this organization are based on merit	Freq	5	13	25	21	20	3.45	1.19
	%	6.0	15.5	29.8	25.0	23.8		
Pay and benefits has affected employees turnover or their intention to leave the organization	Freq	2	18	15	31	18	3.53	1.20
	%	2.4	21.4	17.9	39.9	21.4		
Salaries and benefits based on performance has acted as an incentive to encourage employees to perform at their best in your organization	Freq	2	8	16	32	26	3.86	1.04
	%	2.4	9.5	19.0	38.1	31.0		
<b>Reward management</b>							<b>3.64</b>	<b>0.35</b>

## 4.6 Training

Table 4.6 presents the results of training. As evidenced in Table 4.6, 34.5% (29) of the respondents agreed that they are satisfied with policies put in place which provide growth on training (mean=3.75, STD=1.07). Similarly, 34.5% (29) of the respondents strongly agreed that the policies and procedures on training are definitive, clear and easily understood (mean= 3.74, STD =1.17). Besides, 29.8%, (25) of the respondents are not satisfied on how Mumias Sub County identified their training needs through a performance management system (mean=3.58, STD=1.14). Also, 36.3% (28) of the respondents agreed that Mumias Sub Ccounty offers opportunities for employees to discuss training needs with their employer(mean=3.68, STD=1.17). Also, 47.6% (40) of the respondents strongly agreed that the criteria used for selection of employees attended training are fair and just (mean=3.93, STD=1.34).Similarly, 33.3% (28) of the respondents strongly agree that there is a formal system of induction for new employees in their jobs (mean=3.52, STD=1.29). Finally, 32.1% (27) of the respondents agreed that Mumias Sub County provides training opportunities enabling to extend their range of skills (mean=3.36, STD=1.17). In general, training had a mean of 3.65 and a standard deviation of 0.46 which was similar to reward management.

**Table 4.3 Training**

		<b>SD=1</b>	<b>D=2</b>	<b>NS=3</b>	<b>A=4</b>	<b>SA=5</b>	<b>MIN</b>	<b>STD</b>
I am satisfied with the policies put in place which provide opportunity for growth on Training	Freq	2	10	19	29	24	3.75	1.07
	%	2,4	11.9	22.6	34.5	28.6		
The policies and procedures on Training are definitive, clear and easily understood	Freq	3	11	20	21	29	3.74	1.17
	%	3.6	13.1	23.8	25.0	34.5		
Mumias Sub County identifies training needs through a performance management system	Freq	4	10	25	23	22	3.58	1.14
	%	4.8	11.9	29.8	27.4	26.2		
Mumias Sub County offers opportunities for employees to discuss the training needs with their employer	Freq	5	9	18	28	24	3.68	1.17
	%	6	10.7	21.4	33.3	28.6		
The criteria used for selection of employees to attend training are fair and just	Freq	6	14	0	24	40	3.93	1.34
	%	7.1	16.7	0	28.6	47.6		
Formal Systems of Induction are provided for new employees in this job	Freq	5	16	21	14	28	3.52	1.29
	%	6	19	25	16.7	33.3		
Mumias Sub County has provided me with training opportunities enabling me to extend my range of skills and abilities	Freq	5	17	20	27	15	3.36	1.17
	%	6	20.2	23.8	32.1	17.9		
<b>Training</b>							<b>3.65</b>	<b>0.46</b>

#### **4.7 Communication**

Table 4.7 presented the results on communication. As evidenced in Table 4.7, 33.3% (28) of the respondents agreed that Mumias Sub County objectives were effectively communicated to team members through organized workshops (mean=3.51, STD=1.21). Similarly, 29.8% (18) of the respondents are not satisfied with regular communication between management and their staffs on performance management (mean= 3.77, STD =1.11). Besides, 29.8%, (25) of the respondents are not satisfied on how to use the internet in enhancing effective communication in Mumias Sub County (mean=3.58, STD=1.14). Also, 33.3% (28) of the respondents strongly agreed that Mumias Sub County plan changes are normally communicated to members in time to avoid confusion (mean=3.75, STD=1.16). Also, 47.6% (40) of the respondents strongly agreed that checklists are used to standardize and speed up performance management implementation (mean=3.93, STD=1.34). Similarly, 34.5% (29) of the respondents strongly agreed that horizontal communication with other employees was accurate and free flowing among members (mean=3.57, STD=1.32). Also, 34.5% (29) of the respondents agreed that managers can secure information for decisions made and diagnosed various problems faced by employees (mean=3.42, STD=1.54). Finally, 52.4% (44) of the respondents agreed that their management communicates well policy guidelines and specific decisions to their staffs (mean=4.21, STD=0.89). In general, communication had a mean of 3.72 and a standard deviation of 0.28. This was higher than reward management and training.

**Table 4.4 Communication**

				<b>SD=1</b>	<b>D=2</b>	<b>NS=3</b>	<b>A=4</b>	<b>SA=5</b>	<b>MIN</b>	<b>STD</b>
Mumias Sub County objectives are effectively communicated to team members through organized workshops.	Freq		5	15	16	28	20		3.51	1.21
	%		6.0	17.9	19.0	33.3	23.8			
There is regular communication between the management and the other staffs on performance management	Freq		2	11	18	26	27		3.77	1.11
	%		4.8	11.9	29.8	27.4	26.2			
Use of internet has enhanced effective communication in Mumias Sub County.	Freq		4	10	25	23	22		3.58	1.14
	%		4.8	11.9	29.8	27.4	26.2			
Mumias Sub County plan changes are normally communicated to members in time to avoid confusion.	Freq		3	11	18	24	28		3.75	1.16
	%		3.6	13.1	21.4	28.6	33.3			
Checklists are used to standardize and speed up performance management implementation.	Freq		6	14	0	24	40		3.93	1.34
	%		7.1	16.7	0	28.6	47.6			
Horizontal communication with other employees is accurate and free flowing	Freq		6	15	17	17	29		3.57	1.32
	%		7.1	17.9	20.2	20.2	34.5			
Managers can secure information for decision making and diagnose the various problems faced by employees	Freq		4	17	18	29	16		3.42	1.54
	%		4.8	20.2	21.4	34.5	19.0			
Do managers communicate easily the policy guidelines and specific decisions to staff members	Freq		3	2	2	44	33		4.21	0.89
	%		3.6	2.4	2.4	52.4	39.3			
Communication									3.72	0.28

## 4.8 Correlation Results

Table 4.8 present the Pearson correlation results of the study of the dependent and independent variables to assess the association of the variables. This was necessary to detect simple linear relationship and multi-co-linearity and because it also act as abuilding block for multiple regression models (Anglim, 2007). Pearson Correlations results in Table 4.8 showed that training was positively and significantly correlated to performance management ( $r=0.946, p<0.05$ ). Thus training had 94.6% positive significance with performance management. Communication was the second component that was positively related to performance management ( $r=0.74, p<0.05$ ) an indication that communication has 74% significant positive influence on performance management. Finally, Reward Management also exhibited insignificant relationship with performance management ( $r=0.277, p> 0.05$ ). Findings provided enough evidence to suggest that there was a linear relationship between training, communication, and reward management with performance management.

**Table 4.5 Correlation analysis**

		<b>Performance Management</b>
<b>Reward Management</b>	Pearson Correlation	.277
	Sig. (2-tailed)	.011
<b>Training</b>	Pearson Correlation	.946*
	Sig. (2-tailed)	.000
<b>Communication</b>	Pearson Correlation	.740*
	Sig. (2-tailed)	.000

\*. Correlation is significant at the 0.05 level (2-tailed)

## 4.9 Regression Analysis

The linear regression analysis was conducted to model the relationship between the dependent variable (performance management) and independent variables (training, reward management, communication). Regression analysis was necessary to detect

simple linear relationship and because it also acts as a building block for multiple regression models (Anglim, 2007).

#### 4.9.1 Model Summary

Table 4.9.1 illustrates the model summary of multiple regression models; the results showed that the three predictors (training, communication, and reward management) explained 63.6 per cent variation of performance management. This showed that considering the three study independent variables; there is a probability of predicting performance management by 63.6% ( $R^2 = 0.636$ ).

**Table 4.6 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 <sup>a</sup>	0.636	0.566	.18309

a. Predictors: (Constant), Reward Management, Communication, Training

#### 4.9.2 ANOVA Model

Study findings in ANOVA Table 4.9.2 indicated that the above-discussed coefficient of determination was significant as evidence by the ratio of 240.21 with p-value  $0.000 < 0.05$  (level of significance). Thus, the model was fit to predict performance management using training, communication and reward management.

**Table 4.7 ANOVA Model**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.158	3	8.053	240.210	.000 <sup>b</sup>
Residual	2.682	80	.034		
Total	26.840	83			

a. Dependent Variable: Performance Management

b. Predictors: (Constant), Reward Management, Communication, Training



The results indicate that reward management, communication, and training are influential in predicting performance management in Mumias Sub-County. Nkomo (2004) indicate that organizations with employees having the right skills tend to perform better than those without the skills. Wright (2010) indicate that performance management is influential in forecasting the desired staff levels as well as knowledge, competences and skills required by an organization in future. Woodall and Winstanley (2001) also points out those organizations should have the right numbers and skillsto improve performance management

#### **4.9.3 Overall Regression Analysis**

A linear regression model  $Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + \epsilon$  regression analysis was fitted to determine whether independent variable (training, reward management, communication) predict dependent variable (Performance management). Table 4.9.3 below shows the amount of variation of dependent variable explained by independent variables. The result showed R value of 0.319 and  $R^2$  value of 0.102 which means that 10.2% of the correspondent variation in performance management can be explained or predicted by all the independent variables in this study. This means that the remaining 89.8% will be explained by other factors not included in this study. However  $F(1,106) = 3.930$ ,  $p < 0.001$  in Table 4.9.3 shows the model of goodness of fit in explaining the variation. This validates the fact that the independent variables in this study influence performance management.

**Table 4.8 Overall Regression Analyses**

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>	S.E	F	df	β	t	sig
Constant				0.907				5.866	0.000
Training	0.319 <sup>a</sup>	0.102	.076	0.081	3.930	3, 104	0.208	2.164	0.033
Reward Management				0.106			0.145	1.531	0.129
Communication				0.074			0.114	1.181	0.240

a. Dependent Variable: Performance Management

b. Predictors: (Constant), training, reward management, Communication

The overall results show the regression model below:

$$Y=B_0+ B_1X_1+ B_2X_2+ B_3X_3 + \varepsilon$$

Where:

$$Y=0.907+0.208X_1 + 0.145 X_2 + 0.114 X_3 + \varepsilon$$

From the results in Table 4.9.3 above, it is clear that other variables not included in the study lead to increased performance management. This may include these other factors such as recruitment, human resource development, work environment, management support and organization culture.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Introduction**

The objective of this chapter was to discuss the summary, conclusions and make necessary recommendations from the analysis presented in chapter four. The chapter is structured into three sections as follows: Section 5.2 summarizes the findings; section 5.3 covers the conclusion while section 5.4 and 5.5 covers the sections for recommendations and suggestions for further study.

#### **5.2 Summary**

##### **5.2.1 Reward management on performance management**

The study found out that the reward management is acceptable to employees since it was clear that the reward management was transparent, employees' efforts were recognized and rewarded appropriately, and that salaries and incentives were awarded based on performance.

##### **5.2.2 Training on performance management**

The study found out that employees were comfortable with the training process and program at the sub-county. Although they did not approve of the training policy, they accepted that they are provided with opportunities to discuss their training needs, the training provided is geared towards improving their needs, skills and that the criteria for selection of employees to go for training are fair.

### **5.2.3 Communication on performance management**

This study found out that employees accepted the performance communication system at the sub-county. Although they were satisfied with the feedback mechanism used, the managers were able to communicate policy matters effectively through the organization's effective modes of communication with the internet as one of the means of communication.

## **5.3 Conclusion**

### **5.3.1 Reward management and performance management**

This study has revealed a positive relationship between the reward management and performance management. The findings of the study revealed that reward management has much importance to staff retention and also recognized the importance of having a motivated workforce. However, the results of the study reveal that reward management is influential in improving performance management in Sub County, which is supported by Kessler (2004) who indicate that organizations should put in place appropriate reward managements to not only attract qualified individuals from the market but also retain their most talented work force. This implies that the reward management plays a major role in increasing the productivity of employees. The results of this study corroborate studies conducted by Amin and Abu (2010) who found out that organizations cannot be able to achieve their desired objectives unless they put in place appropriate reward managements. However, despite the crucial role that the reward management play in improving performance management practices, Mumias Sub County is faced with various challenges in ensuring that this is the case.

### **5.3.2 Training and performance management**

This study has revealed that training is positively and significantly correlated to performance management. There is a high positive relationship between training and performance management at Mumias Sub County. Hence, this study confirms that training has an influence on performance management at National government Mumias Sub County. This implies that the role of training is very critical since it facilitates the transfer of acquired knowledge and skills as well as innovative ideas. These findings corroborate studies conducted by Delahaye (2005) who indicate that organizations with well-trained employees tend to be more innovative, thus improve their productivity of the organization. On the other hand, employee training was found to be the key factor that contributed to performance management at Mumias Sub County. These results agree with findings by Cohen and Backer (2004), Leonard and Sensiper (2006), Acton and Golden (2005) which emphasize the importance of employee training. This implies that the perceived role of training influences Performance management to a great extent. Imparting of knowledge and skills to core staff is highly emphasized by Mumias Sub County.

### **5.3.3 Communication and performance management**

This study has revealed that communication is positively and significantly related to performance management. There is a high positive relationship between communication and performance management at Mumias sub-county. Hence, this study confirms that communication influences performance management at National government Mumias sub-county. This analysis on communication variable confirms the findings from the research of several authors that effective communication improves performance management. This includes: Chao (2008) who in his study asserts that low performing organizations can benefit from improving their communication practices. Dammer (2008.) also established in his study that communication is essential for performance management.

## **5.4 Recommendation**

Based upon the findings and conclusions of this study, the researcher recommends the following on factors influencing performance management at the national government of Mumias Sub County. These factors included training, reward management and communication practices on performance management.

### **5.4.1 Objective 1: Training on performance management**

The study recommends consistency in training and development activities. Mumias Sub County should, therefore, offer training that is relevant to their employee's needs. For this reason, they should. Therefore, conduct training needs analysis to ascertain the relevance of training to trainees. Also, Mumias Sub County should form committees tasked with the responsibility of ensuring fairness in the award of various training. Training should continuously endeavor to develop employees through different programs of development which are relevant to ensuring that they are consistent. The management should give employees an opportunity to discuss their training and development needs with their employer periodically so as to organize specific training programs for improving skills, competence and performance management. This will help ascertain the specific areas that employees require training which motivates them and make them committed to Mumias Sub County without looking for a job elsewhere. Also, Equity and parity in gender representation should be encouraged when selecting employees for training and development at the sub county. Similarly, the management should put emphasis on training and development practices to maintain the positive correlation seen between them and performance management in Mumias Sub County.

#### **5.4.2 Objective 2: Reward on performance management**

Mumias Sub County had challenges of staff retention. It is, therefore, needed to align their reward management with those of other comparable public sectors. When formulating reward policies, employees involvement is core so that they can be motivated to work for them for a reasonable period. The reward management should also take care of the emerging employee needs. The management should recognize the efforts of each employee and support their development by promoting and appointing from within based on merit. These actions help employees feel that their sense of duty to the sub-county is matched by the employee feeling an obligation to take care of them in return. Also, they should design their benefit packages well which enhance the quality of working life and also help reduce employee turnover intentions. Similarly, the management should put emphasis on reward management practices to maintain the positive correlation seen between them and performance management in Mumias Sub County.

#### **5.4.3 Objective 3: Communication on performance management**

The findings of the study revealed that communication affected performance management and had a positive and significant influence in Mumias Sub County. The majority of the respondents agreed that communication was vital for better performance management. It was observed that employees' communication was effective in communicating things that are relevant to performance management. The results further revealed that there is regular communication between management and the employees an indication of improved communications channels. From the findings, it was also revealed that the communications styles, modes, directions, and delivery were very important as it ensured the tracking of performance management activities and helped Mumias Sub County to keep track of their work thus improving the delivery of performance management activities.

#### **5.4.4 Performance Management**

The employees should be made aware of performance appraisal systems in Mumias Sub County. The management performance appraisals should be carried out annually and feedback given to employees. The management should also set goals to employees since these practices help improve performance and boost job performance. Similarly, the management should put emphasis on factors influencing performance management to maintain the positive correlation seen between them and performance. Finally on practices in general, management should consider the relationship between influencing factors and performance management.

#### **5.4.5 Recommendations for Methodology**

The researchers recommend other data collection methods like interview schedule which gives the researcher control in the line of questioning as he/she seeks clarification on issues and obtain historical information. Also, other methods of statistical analysis like the means and standard deviation should be used.

#### **5.4.6 Recommendation for Further Research**

Factors influencing performance management in other public or private sector forms one area for further research. The impact of employee selection criteria for choosing training attendant on performance management in public sectors forms another area for further research. Also, the empirical study should be carried out to establish if a particular human resource management or development practices is superior to another instead of studying bundles. Similarly, a cross-sectional analysis of performance management practices in other public sectors in Kenya forms another area for further research. This study was limited to only at the National Government of Mumias Sub County.



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## APPENDICES

### **Appendix 1: Letter of Introduction**

MUCHELULE S. ACHAYO

JKUAT

KAKAMEGA CBD KENYA

Dear Respondent

#### **RE: DATA COLLECTION**

I am a student at Jomo Kenyatta University of Agriculture and Technology pursuing a Masters Degree in Human Resource Management. I am currently conducting a research on the **“Factors Influencing Performance Management at National Government in Mumias Sub-County”**.

You have been selected to participate in this study and I would highly appreciate if you assist me by responding to the questions completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study.

Thank you for your cooperation

Yours Faithfully

**MUCHELULE S. ACHAYO**

## Appendix 2: Questionnaire

*Kindly fill the questionnaire as appropriately as possible. Be assured that the information you give will be treated with utmost confidentiality and will be used only for research purpose.*

### SECTION A: BACKGROUND INFORMATION

Gender:

Gender	Male	Female

Age (years): (tick appropriately)

<30 :( )	31-40 :( )	41-50 :( )	>50 :( )
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Level of education: What is your level education (Tick where appropriate)

Primary Education	High School	Diploma	Bachelor's degree	Master's degree	Other (specify)

How long have you been in formal training in Human Resource Management?

Less than 2 years  2 – 10 years  above 10 years

**SECTION B PART II: REWARD MANAGEMENT**

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
The employee reward management system is transparent and precise for a warm relationship among employees					
The reward management system is written down and well communicated in Mumias Sub County					
My salary matches the tasks given					
Recognition of my efforts at the work place makes me work harder and meet quality requirements					
Merit based pay is the reason for my personal effort for high commitment					
All appointments in this organization are based on merit					
Pay and benefits has affected employees turnover or their intention to leave the organization					
Salaries and benefits based on performance has acted as an incentive to encourage employees to perform at their best in your organization					

How would you rate the compensation and benefits of Mumias Sub County?

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**SECTION B PART II: TRAINING**

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
I am satisfied with the policies put in place which provide opportunity for growth on Training					
The policies and strategies on Training are definitive, clear and easily understood					
Mumias Sub County identifies training needs through a performance appraisal system					
Mumias Sub County offers opportunities for employees to discuss the training needs with their employer					
The criteria used for selection of employees to attend training are fair and just					
Formal Systems of Induction are provided for new employees in this job					
Mumias Sub County has provided me with training opportunities enabling me to extend my range of skills and abilities					

How would you describe the training programs provided by Mumias Sub County?

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**SECTION B PART III: COMMUNICATION**

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
Mumias Sub County has effective modes of communication.					
Mumias Sub County communication direction is clear to its staffs					
Use of internet has enhanced effective communication in Mumias Sub County.					
Mumias Sub County plan changes are normally communicated to members in time to avoid confusion.					
There is effective feedback in Mumias Sub County in whatever communicated					
Managers are able to secure information for decision making and diagnose the various problems faced by employees					
Do managers communicate easily the policy guidelines and specific decisions to staff members					

**SECTION B PART IV: PERFORMANCE MANAGEMENT**

STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
The employer gives me feedback of my performance after the performance appraisal which enhance my subsequent performance.					
My employer carries out performance appraisal annually which helps me improve my performance and boost my job satisfaction.					
My goals as an employee are congruent with Mumias Sub county goals					
I and my immediate supervisor sets SMART objectives which increase my motivation and organizational commitment level.					
I am able to achieve higher outcomes when my immediate supervisor sets for me goals.					

How would you rate the performance appraisal system of the Mumias Sub County?

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### Appendix 3: Budget

<b>NO</b>	<b>Item Cost</b>	<b>Kshs.</b>
1	Stationary	9,000
2	Printing and binding services	15,000
3	Photocopying	4,000
4	Travelling Expenses	6,000
5	Telephone communication	5,000
6	Consultancy	5,000
7	Computer	50,000
	<b>Total</b>	<b>97,000</b>



#### **Appendix 4: Research Work Plan**

<b>Activity</b>	<b>Time</b>
Project Proposal writing	April- August 2014
Proposal presentation	August 2014
Proposal corrections	September 2014
Data collection	January2016
Data analysis	February2016
Project Final Defence	April2016

**Appendix 5: Mumias Sub County Map**

